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60 in Ethiopia Are Executed By the Regime

ADDIS ABABA, Nov. 24 (UPI).—Ethiopia's military rulers announced today that 60 former government ministers, officials and army officers had been summarily executed. Radio bulletins reached the mass executions this morning in an announcement by the Supreme Military Council, which has ruled the country since Emperor Haile Selassie was deposed in a military coup in 1974.

Among the 29 civilians and 31 military officers executed was Lt. Gen. Assefa Andom, former chairman of the provisional military government, who was put under house arrest Friday.

The council now is headed by Maj. Mengistu Haile Mariam, 36, a little-known officer who has emerged as Ethiopia's strong man.

Also dead are a grandson of the 83-year-old former emperor; Rear Adm. Iskender Desta, former commander of the Ethiopian Navy; Akilu Habte Wold and Endalkachew Makonnen, two former premiers; and Solomon Abraha, former governor of the famine-stricken province of Woliso.

About 140,000 persons are reported to have died in last year's drought and famine.

The announcement made no mention of the former emperor, who has been in army custody since the coup.

Policy Decision

The military council statement read over the radio between intervals of martial music, said the decision to carry out the mass executions was one of policy—to mete out justice to officials of the previous regime who had thrived on corruption and maladministration, and who had enriched themselves at the country's expense.

It was not made public how or where the 60 died, but it is believed they were shot.

Residents in the capital's west end, where the former government had their headquarters, said they heard repeated bursts of machine-gun fire, interspersed with heavier detonations that could have been grenades. This led to rumors that the executions took place in the city's central jail.

Today, motorists were diverted from all roads leading to the vicinity of the jail. The council statement said relatives of those executed could not claim the bodies for burial and no mourning would be allowed.

Those executed also included former Minister of Information Tassefye Gezne-Egzi; the former president of the Crown Council, Ras Asrate Kassa, 52, and one of Ethiopia's wealthiest landowners, Ras Masein.

All the victims were among some 200 prisoners being held in cells of the deposed emperor's former Grand Palace to await trial on charges of corruption and maladministration.

Trials Planned

Today's announcement said those prisoners still in custody would be tried by a military tribunal as soon as possible.

Perhaps the greatest shock for Ethiopians, particularly those in the strife-torn northern province of Eritrea—the center of military revolts—was the execution of Gen. Aman.

The 51-year-old soldier-politician had always approached the secessionist problem in his native Eritrea with a view to a peaceful settlement and was popular with both soldiers and peasants.

During a recent tour of Eritrea as defense minister, Gen. Aman called on leaders of the pro-secessionist Eritrean Liberation Front to discuss long-standing grievances.

Since being called to Addis Ababa as a senator, the Sandhurst-educated general was known to have displeased Haile Selassie. (Continued on Page 2, Col. 2)

Holding Charge'

In, Buck said the charge that the six men was a "holding charge" and that there would other charges concerned with other victims.

"I do not intend to give the names of these people for security reasons, but they are all in Birmingham," he said. He refused to say where the men were being held.

If further arrests might made, Mr. Buck said: "We are told we have found the men mainly responsible. But inquiries will continue."

The victim named in the re, Miss Davis, was a Birmingham school girl.

He again appealed for an end to "backlash" incidents. He said (Continued on Page 2, Col. 2)

Reply to UNESCO

This was in specific response to the resolutions passed last week in the United Nations Scientific, Educational and Cultural Organization condemning Israel for allegedly desecrating Jerusalem with new construction and "undertaking excavations which endanger its monuments."

The organization also voted to cut off all aid to Israel and exclude it from its European regional group.

Associated Press
AT TUNIS AIRPORT—Stretcher bearers remove the body of a hostage thrown from the hijacked British plane.

Hijackers Free All but 3, Seek Refuge

TUNIS, Nov. 24 (UPI).—Four

Palestinian hijackers who won

the release of seven guerrillas by

Egypt and the Netherlands after

50 hours of negotiations have

threatened to blow up their hijacked

British Jetstar tonight unless they are allowed to go free, a government spokesman said.

The gunmen now are holding

Iyad and the British Foreign Min-

istry's Middle East department head, James Craig, officials said.

The spokesman said the gunmen demand that they not be handed over to the PLO, which has denounced them as renegades

and hirelings.

Passenger Is Killed

The three crew members held

as hostages are urging the Tunisian government to comply with the hijackers' request, the spokesman said. The gunmen yesterday killed a passenger to back ultimatum.

The hijackers seized the VC-10

on the ground in Dubai Thursday

night in a burst of pistol fire in

which a hostage was severely

wounded. Then the gunmen had

the plane flown here. Their

original captives included pas-

senger, crew members and Dutch

airport staff members.

The hijackers released four

persons Friday, 13 yesterday and

then today, at intervals, an air-

line hostage, four men and two

groups of eight persons.

The gunmen originally demand-

ed freedom for 15 guerrillas—two

men held in the Netherlands for

another hijacking, five men held

in Cairo for the bombing of a Pan

American jet at Rome in Decem-

ber, in which 30 persons died,

and seven other guerrillas also

held in Cairo who killed two

U.S. envoys and a Belgian diplo-

mist in the Sudan in 1973.

Guerrillas Freed

But the hijackers apparently

settled for the release of only

seven guerrillas—the five involved

in the Rome Airport massacre,

who were allowed to join the

hijackers yesterday, and the two

held in the Netherlands, who

were freed here today.

A West German banker, Werner

Kehl, 43, father of three children,

was slain by the hijackers yes-

terday. Mr. Kehl was brought to

the open rear door of the

plane, then shot in the back.

His body fell to the runway.

The gunmen apparently killed

the German to avenge what they

considered a doublecross. The

hijackers had been told that an

Egyptian airliner that flew in

Thursday night had carried the

13 Palestinian guerrillas named

in the original demands. In fact,

the plane brought a PLO delega-

tion and only one of the 13 guer-

rilas was aboard.

"The real aim of this opera-

tion was not to secure the

release of a handful of people,

but to harm the Palestinian

cause only hours before the UN

General Assembly was scheduled

to vote" on resolutions recognizing

the rights of the Palestinians,

the statement said.

In Beirut, the Palestine Libera-

tion Organization said it would

take practical measures to unravel

the mastermind behind the

hijacking. "So that whoever is

responsible for this crime will

be punished and the responsibility

and the price for it—and not our

people," the Palestine News

Agency said.

A separate statement issued by

as-Saiqa, the Syrian-backed

guerrilla group, condemned the

hijacking as a "suspect terrorist

operation carried out by a handi-

ful of mercenary traitors."

"We condemn and denounce

this unnationalist and immoral

act which could only have been

masterminded and planned by

Zionist and imperialist circles,"

the statement said.

The Cairo parliamentary group

said:

"Arab countries should shoulder

their responsibilities by organiza-

(Continued on Page 2, Col. 2)

Egypt, PLO Assail Hijacking; Arab Conference Is Sought

CAIRO, Nov. 24 (UPI).—Egypt

called today for a high-level con-

ference of Arab states to draw

up "demarcation lines" between

the Palestinian guerrilla group

that organized last December's

Rome airport massacre as well

as the hijacking on Friday.

The Egyptian government today

rejected the Egyptian charges

that it was behind the two

events.

A strongly worded government

statement described the hijack-

ing as a "criminal operation"

aimed against innocent people

as well as against the Palestinian

cause.

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*Kissinger Arrives Today***U.S., China Put Improvement In Relations in Deep Freeze**

By Joseph Lelyveld

HONG KONG, Nov. 24 (NYT).-

—On his last trip to Peking a year ago, Henry Kissinger put his name to a joint communiqué that promised further efforts "to promote the normalization of relations between China and the United States." It also said that "the scope" of the quasi-embassies set up by the two countries in their capitals would "continue to be expanded."

If that communiqué is any benchmark, Sino-American relations are now in a state of inertia. Normalization has not been promoted, mainly because the United States is in no hurry to carry out the disengagement from Taiwan that was promised in vague language in the communiqué former president Richard Nixon signed in Shanghai nearly three years ago.

If there has been any expansion of the functions of the diplomatic missions—called liaison offices—it has been invisible to the naked eye. For all the promises that were once held out, the missions still have very little business to transact.

American diplomats have no doubt that Peking is still intensely interested in the establishment of full diplomatic relations.

That would require the abrogation of the American security treaty with the Nationalists on Taiwan who are still recognized as "the Republic of China" by the United States. But other diplomats say that China's appetite for closer relations with the American "superpower"—indeed, with any industrial power—seems to have been sated, at least momentarily.

Thus when the U.S. secretary of state tomorrow lands in Peking for the seventh time in 40 months, he will be offering little and expecting little.

"Kissinger's China achievement means a great deal to him, but it is in the past," a diplomat said. "I think he sees himself as over the hill in China."

Less Threatened

How does Peking see it? Indications are that the Chinese are disappointed in Mr. Kissinger but not disenchanted. In a very Chinese way, they seem still pa-

tient in their impatience for movement on Taiwan.

They have told recent visitors that they feel less threatened by the Soviet Union. Detente is a myth, they argue, for Moscow still regards Washington as its main rival. In what may have been intended as a shot across Mr. Kissinger's bow—a warning that they too understand the politics of triangulation—they are ready to negotiate a non-aggression pact.

The internal ideological campaign that surfaced in Peking soon after Mr. Kissinger's last visit had anti-foreign overtones. The American trade boom in the first few months of the year was the only bright spot in an otherwise bleak picture.

But as the campaign waxed and waned, the exchanges of scholars and entertainers were restored to their previous, limited level. Now, because the Chinese have obvious trade deficit problem, and a diminished need for American grain, trade has slumped badly: The \$125-billion figure that was forecast for 1974 will be short by at least 30 percent.

From every point of view then, the relationship is leveling off. The U.S. liaison office in Peking is less isolated than it was at the start of the year but only because its new chief, George Bush, accepts diplomatic invitations that his more aloof predecessor, David Bruce, turned down.

American diplomats feel cut off from the Chinese but no more so than diplomats from nations that enjoy "normal" relations with Peking.

Unknown Quantity

Mr. Kissinger will be negotiating on behalf of a new President, a relatively unknown quantity to the Chinese who have not sought to conceal their continued regard for Mr. Nixon.

On whose behalf his Chinese opposite numbers will be speaking is somewhat less clear. His negotiating partner in his previous six visits, Chou En-lai, has been undergoing a hospital convalescence of extraordinary duration—five months so far—with either apparent progress or drastic deterioration in his condition. No doubt he has not been well, but as the months wear on it seems increasingly obvious that he finds the hospital a convenient political retreat.

Premier Chou's surrogates—Teng Hsiao-ping, a deputy premier, and Chiau Juan-hua, the new foreign minister—are skillful men, but they do not have a fraction of the political authority he wielded when he was welcomed Mr. Nixon to Peking.

It is unclear that any one person in China holds that authority today, or that Chairman Mao Tse-tung, Mr. Chou and the commanders of the People's Liberation Army have arrived at any workable formula as yet for the momentous succession that is obviously impending.

Firebombs wrecked a tavern and a tobacco shop in London and damaged a tavern and several construction company trucks in Birmingham. In each case the firms involved were owned by Irishmen.

A gasoline bomb touched off a small fire in the Irish center in Birmingham Friday night. There were no injuries in any of the incidents. There also were dozens of reports of windows and car windshields being smashed by stones and assaults.

And in Northern Ireland there were seven assassinations in the last 48 hours.

In London, Scotland Yard ordered a full police alert today to guard against possible IRA attacks linked with the government's scheduled announcement tomorrow of new anti-terrorist measures.

McDade Buried

BELFAST, Nov. 24 (Reuters).—

The body of James McDade, who was killed by a bomb he was planting in the English city of Coventry last week, was buried as an IRA martyr here today.

New Regime Executes 60

(Continued from Page 1) by its outspokenness on the need for social reform.

Now that he has been executed, some observers here fear there may be further trouble in Eritrea, where the liberation front has been fighting the Ethiopian Army for 12 years.

Gen. Aman is reported to have refused recently to sign an order sending the tough 5,000-man former personal bodyguard of the emperor to reinforce the Ethiopian Army in the north—one of the main reasons for his being put under house arrest last week, reliable sources said.

Today, troops in the capital of the troubled northern province were confined to barracks. An order canceling leave was given earlier today after the executions were announced over the radio, informed sources said.

Listing those executed here today, the military council first named the 29 civilians, saying they had been executed for gross abuse of authority. The executions, therefore, appeared to be a move to culminate the rising against the former 10-year-old administration of Mr. Wolde, which the army had accused of nepotism and corruption.

ATHENS, Nov. 24 (AP).—A demonstration was held in the streets today by tens of thousands of persons marking the first anniversary of a student uprising which precipitated the July downfall of the 7 1/2-year-old military dictatorship.

The demonstration, which ended at the U.S. Embassy, was held on the third and final day of mourning for Athens Polytechnic Institute students, 18 of whom were killed and more than 1,000 of whom were injured by police and troops last November.

As the thousands went past the flooding embassy, the demonstration turned anti-American. "Out with the Americans" and "NATO, CIA, traitors," the demonstrators chanted.

Hijack Signal Sent By Error by Pilot

NEW YORK, Nov. 24 (UPI).—

Federal Aviation Administration officials yesterday reported that an Air France Boeing 707 jetliner, traveling from Paris to New York, transmitted a hijack signal by mistake shortly before the plane touched down at noon (1900 GMT).

FBI agents rushed to Kennedy Airport when the signal was transmitted by Flight 105, a spokesman said, but quickly learned that the pilot had mistakenly transmitted a signal on a special frequency indicating that a hijack had taken place.



United Press International
A TOAST—President Ford and Leonid Brezhnev clink glasses after signing nuclear pact. Looking on (center, from left) are Secretary of State Henry Kissinger, Anatoly Dobrynin, Soviet Ambassador to the United States, and Foreign Minister Andrei Gromyko.

Ford, Brezhnev Set Tentative Arms Limits

(Continued from Page 1)

the most important since former President Nixon and Mr. Brezhnev reached an interim agreement on offensive arms control on May 26, 1972. That agreement, which does not cover all weapons, expires in 1977.

Mr. Ford and Mr. Brezhnev, the statement said, "are convinced that a long-term agreement on this question would be a significant contribution to improving relations between the U.S. and the U.S.S.R., to reducing the danger of war and enhancing world peace."

The Provisions

According to the statement, agreement was reached that negotiations next year on a 10-year treaty will be based on the following provisions:

- The new agreement will incorporate the relevant provisions of the interim agreement of May 26, 1972, which will remain in force until October, 1977.
- The new agreement will cover the period from October, 1977, through Dec. 31, 1983.

• Based on the principle of equality and equal security, the new agreement will include the following limitations: A. Both sides will be entitled to have a certain agreed aggregate number of strategic delivery vehicles (including bombers). B. Both sides will be entitled to have a certain agreed aggregate number of intercontinental ballistic missiles and submarine-launched ballistic missiles equipped with multiple independently targetable warheads (MIRVs)."

There apparently was no assurance that the degree of destructive force for the two sides would be equal, but each side now has the capability of destroying the other several times over, and the race for additional weapons has become more political and psychological than a race for superiority, in the view of many officials.

Mr. Kissinger said in a news conference that the proposed plan would "mean that a cap has been put on the arms race for a period of 10 years."

Expert on Tightropes

Generations of Nepalese kings have responded to this unhappy circumstance by striving to establish their little country as a buffer zone between the two giants.

India dominates Nepalese life,

in the bazaar as well as in the

councils of government. The

Chinese watch disapprovingly

for the most part silent.

Blocked from all access to the

see by 250 miles of Indian terri-

tory, its population of 13 mil-

lion utterly overwhelmed by more

than 1 billion Indians and Chi-

nese, Nepal has virtually no con-

trol over its own destiny.

India Doesn't Hesitate

to exercise its economic and political

control over Nepal.

Completely landlocked, Nepal's

economy is inexorably bound

to India's.

India dominates Nepalese life,

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Nepal—A Hapless Position Between Two Giants of Asia**After Anti-Israel Action****Bitterness, Bid for Moderate Mark End of UNESCO Part**

By Nan Robertson

PARIS, Nov. 24 (NYT).—The director-general of the United Nations Educational, Scientific and Cultural Organization urged its 135 member states yesterday to resolve their disputes through dialogue and tolerance rather than confrontation.

But the final sessions of the organization's biennial general conference were marked by a series of anti-Israel resolutions put through by a bloc of Arab and Communist nations. The six-week conference ended yesterday in mutual recriminations.

The most controversial was barred Israel from any of UNESCO's aid or participation in the organization's regional decisions or meetings.

Urgent Appeal

Amadou Mahtar Mbow of Senegal, UNESCO's new director, said yesterday: "We must avoid those conflicts that take on the character of systematic confrontations. We should perhaps avoid even the adoption of resolutions, no matter how strong the majority behind them, that leave profound bitterness among some of us. I want to launch an urgent appeal for tolerance and understanding and seek consensus through patient dialogue."

The chief of the Israeli delegation, Nathan Bar-Yaakov, has charged that the meeting turned the world body from a neutral, technical and professional institution into a "scene of political warfare."

It has also added to Israel's sense of isolation from the community of nations. Israel is now the only member of UNESCO to belong to none of the regional groupings, with no right to participate in their conferences, responsibilities or decisions.

Late Friday despite opposition from Israel and the United States, the conference passed a resolution on the elimination of colonialism and nationalism which included the hope that "Palestine would rejoin the community of nations within international organizations, notably UNESCO."

Occupied Lands

Yesterday, in a resolution backed by Arab members, the conference invited the director-general to exercise full supervision of education and cultural institutions" in Arab territories occupied by Israel.

It further asked him to cooperate "with the interested Arab states and the Palestine Liberation Organization" to allow Palestinian refugees to return to their homes.

Mr. Bar-Yaakov called the resolution "aggressive and obdurate" and asked: "Who will be the supervisors? The people involved

in reactivating the mandate?"

The newspaper March 19, Soviet Foreign Minister Andrei Gromyko gave assurances to Kissinger in Vladivostok that would renew the mandate.

Defense Minister Shimon Peres said earlier that Syria would the Middle East toward and round of fighting if it refused to extend the mandate.

Meanwhile, Mr. Bar-Yaakov said he would pull out of UN as a result.

In a national television in Jordan, Mr. Bar-Yaakov said the General Assembly resolutions passed a few days ago did not recognize the Palestinian people.

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"In this, I see the granting of approval for the destruction and ruination of the Jewish state," he said.

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Rally in Athens Ends On an Anti-U.S. Note

(Continued from Page 1)

on an Anti-U.S. Note

U.S. Test Shows Savings of 66.3%**Modified Engine May Cut Gas Use in Cars**

By William Gildea
WEE, Del., Nov. 24 (UPI)—
Vermont brothers, Edward
and Robert LaForce, say they
invented modifications to
standard automobile engine
that could have revolutionary
effect on the nation's economy—and
on the environment.

Federal Energy Adminis-
tration said it was hopeful
"tremendous breakthrough"
the brothers, who have work-

ed 28 years on their invention,
demonstrated yesterday at Dover
Downs International Speedway

that 1980 federal emission
standards could be met without
using a catalytic converter.

Edward LaForce, 59, said: "We
can get up to 100 miles a gallon
real quick" with additional refinement.

Yesterday's test run was moni-

tored by the Delaware De-

partment of Natural Resources

and Environmental Control.

"I'm extremely hopeful this is
going to live up to expectations,"

said acting FEA Administrator
John Sawhill in Washington. "It
would be a tremendous break-

through at a time we need a
breakthrough."

"This could be a major help
as far as energy is concerned, as
far as the economic condition. It
could help the automobile in-

dustry at a time it needs it. I
think the automobile industry
should be quite excited about it,"

he said. "From what we have seen it
does extremely good," said the
FEA's vehicle-efficiency program
director, Donald Armstrong, in

Washington. Mr. Armstrong
called the engine "the most
promising development I've seen."

He had been dispatched to Ver-

mont last week by Mr. Sawhill
and witnessed a demonstration on

Interstate 70S, between Rockville
and Damascus, in which the

Hornet with the LaForce engine
got 30.2 miles a gallon at 30 miles
an hour while the standard en-

gine got 19.2 miles a gallon at
the same speed.

Almost Ashamed

Robert LaForce said that the
principle behind the modified
engine "is so simple I am almost
ashamed to tell it." Essentially, a
car with a LaForce engine is
driven farther on what is given off
by other cars as pollution.

A funnel-like centrifuge has
been added to the standard
engine to "treat" the air-fuel
mixture resulting in greater fuel
combustion. A redesigned cam-

shaft and altered valve timing
force the gasoline fuel from
cylinder to cylinder in an even
distribution of the fuel charge.

The LaForces say that, in ad-
dition to using less gasoline and
creating almost no pollution, their
engine is as powerful as a stand-

ard engine can be manufactured
more cheaply, results in a cooler-
running car, promotes longer
engine life and less auto
maintenance, and could be mass
produced and installed in auto-

mobiles now on the road in a
matter of months if they could
overcome bureaucratic red tape.

A spokesman for the LaForce
company, Venture-E, Inc., Sher-

wood Webster, of Bethesda, Md.,
said that about 5,000 persons had
invested in the project and about
\$4 million had been spent.

Mr. Webster and lawyers and
friends of the LaForces said the
brothers' long ordeal on a Ver-

mont farm, trying to make a
breakthrough with the standard

internal combustion engine, was
met with skepticism and rejection
by various departments of the

federal government, the academic
community and the automotive
industry and led to a long debate

by the LaForces with the Securi-

ty and Exchange Commission,

resulting about six years ago in
a court order to stop the brothers

from raising capital for their
inventions.

The oil embargo will undoubt-
edly be a major subject when

Prime Minister Pierre Trudeau
visits Washington next month.
The United States is the only
country that imports Canadian

oil.

**Mediation Is Ordered by U.S.
In Nationwide Coal Strike**

By Ben A. Franklin

WASHINGTON, Nov. 24 (NYT).—
The government intervened in
the deadlocked national coal
miners' strike last night by order-
ing both sides to renew intensive
bargaining with the help of fed-
eral mediators.

Meanwhile, Associated Press
reported that Treasury Secretary
William Simon met today with
coal industry officials in an effort
to reach a settlement.

His meeting with the advisory
committee of the Bituminous Coal
Operators Association occurred
shortly before negotiators for both
sides in the dispute began talks
which it is hoped will lead to
what a federal mediator said
would be "an all-out effort to
end the walkout."

"Mr. Simon impressed upon
the committee the seriousness
with which President Ford and
other administration officials view
the coal strike," said Nicholas
Carnicis, chairman of the coal
industry group. "He urged us to
seek an early resolution of the
problem," AP reported.

The full negotiating teams of

both sides were summoned to
appear today at the Labor De-

partment here, in the office of
W.J. Usery Jr., the director of the
Federal Mediation and Con-

ciliation Service.

Good Faith Note

The telegrams noted that "both
parties have worked diligently
and in good faith to consummate
an acceptable agreement." But
in the 12th day of the miners'
strike, Mr. Usery said that "the
mounting toll this dispute is in-
flicting on the nation now makes
it imperative that a resolution be
reached promptly."

As the revived talks continued
yesterday, however, there were
no signs that the industry was
willing to make enough new con-

cessions to satisfy the miners'
demands.

At a lunch break in his meetings
with Arnold Miller, the
president of the United Mine
Workers, Guy Farmer, the chief
negotiator for the coal operators,
told newsmen, "Everybody knows
that a very serious strike is going
on in a major industry, and I feel
on that pressure."

But Mr. Farmer was also known
to be feeling pressure from his
side of the bargaining table not
to accede to the new demands
that the 38-member union
Bargaining Council instructed Mr.
Miller to take back to the in-

dustry.

The union council, which has
the authority to accept or reject
any agreement that Mr. Miller
may reach with the mine owners,
voted Friday after a week's delibera-

tion to ask for more in
wages than the 15-per-cent in-

crease accepted by Mr. Miller in
his tentative settlement with the
industry Nov. 13.

The exact amount wanted was
apparently not mentioned in the
council's instructions to Mr. Mil-

ler. But there reportedly was talk
among some council members of
demanding a 20-per-cent rise in

the first year of a three-year con-

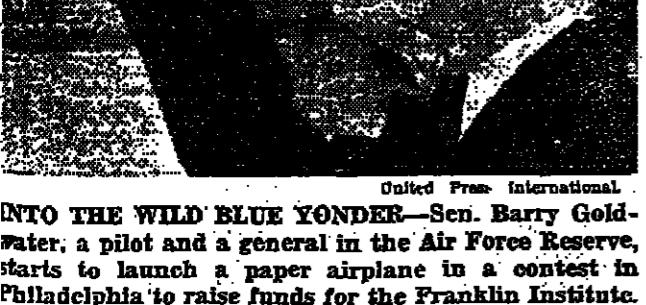
tract and of rejecting anything less.

The tentative Nov. 13 agree-

ment called for a 9-per-cent pay

increase in the first year, with
3 per cent more in each of the

next two years.



INTO THE WILD BLUE YONDER—Sen. Barry Goldwater, a pilot and a general in the Air Force Reserve, starts to launch a paper airplane in a contest in Philadelphia to raise funds for the Franklin Institute.



TURKEY DAY CLASSIC—A turkey waits at a farm in New Hampshire before Thanksgiving, this Thursday.

Dulles Before Warren Commission**CIA Ex-Head: Only President Gets Truth**

By Donald P. Baker

WASHINGTON, Nov. 24 (UPI).

— Newly declassified top-secret
documents reveal that the late
former CIA director Allen Dulles
told the Warren Commission on
the assassination of President
Kennedy that the directors of the
CIA and FBI might lie to anyone
except the president to protect
the identity of their operations
and undercover agents.

The documents, contained in a
book published Friday on the
11th anniversary of President
Kennedy's death, quotes Mr.
Dulles, a member of the com-

mission that investigated the
assassination, as saying:

"I would tell the president of
the United States anything. Yes,
I am under his control. . . . I
wouldn't necessarily tell anybody
else, unless the president au-
thorized me to do it. We had
that come up a couple of times."

Mr. Dulles, who died in 1969,
was no longer director of the
CIA when he served on the com-
mission headed by then-Chief
Justice Earl Warren.

The files are reproduced in a
book called "Whitewash IV" by
Harold Weisberg, a writer and
investigator who sued the gov-
ernment for release of the
documents. Mr. Weisberg lost
the case but, shortly after the
ruling last summer, the National
Archives declassified the information
and sent copies to Mr.
Weisberg.

Oswald an Agent?

Mr. Dulles' comments were
part of a discussion by Warren
Commission members on Jan. 27,
1964, about whether FBI director
J. Edgar Hoover and CIA director
John McCone would truthfully
answer questions about whether
Lee Harvey Oswald, President
Kennedy's accused assassin,
had ever worked for either of their
agencies, as had been rumored in
some press reports.

James Lesar, a Washington
attorney who has worked with
Mr. Weisberg on private inves-
tigations of the assassinations of
President Kennedy and the Rev.
Dr. Martin Luther King Jr., said
the documents show that "the
Warren Commission had no in-
vestigative staff and had to rely
on the FBI and CIA, even while
they recognized they may have
had a 'fox-in-the-hen-house' prob-
lem."

Mr. Dulles at one point in the
transcript said that in some in-
stances CIA employees would tell
their superiors about under-
cover agents they had employed,
even if they were not paid.

Rep. Hale Boggs, D-La., another
commission member, re-
sponded: "What you do is to
make out a problem, if this be
true about Oswald make our
problem utterly impossible be-
cause you say this rumor can't
be dissipated under any cir-
cumstances."

Mr. Dulles: "I don't think it

can unless you believe Mr. Hoo-
ver, and so forth and so on,
which probably most of the peo-
ple will."

In his new book, Mr. Weisberg,
a long-time critic of the Warren
Report, said that the commission
failed to interview any of the
newsmen who had written that
"sources" had told them that
Oswald had been employed by
the FBI or CIA, a statement corrob-
orated by a check of witness-
es called by the commission.

In an interview at his home in
Maryland, Mr. Weisberg said, "I
have no idea who killed JFK.
That's a function of government.
I just know it wasn't Oswald."

Book by Ford

Other comments made during
the Jan. 27, 1964, discussion
among commission members were
revealed in the book, "Portrait
of the Assassin," written in 1965
by then-Congressman Gerald
Ford.

Rep. Ford, who also was a
member of the Warren Commis-
sion, did not report Mr. Dulles' com-
ments concerning how he would
answer the president about CIA
operations as posed by commis-
sion members.

The question of whether Os-
wald had ever worked for the
FBI or the CIA had been raised
in several newspaper and maga-
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Dallas police station by Jack
Ruby. Because of his experience
as director of the CIA from 1953
to 1961, other commission mem-
bers turned to Mr. Dulles for ad-
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Ford described in his book as "this touchy matter."

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Obituaries

Cornelius Ryan, 54, Author Of 'Longest Day,' 'Last Battle'

NEW YORK, Nov. 24 (AP) — Cornelius Ryan, 54, whose books about World War II were among the best-selling histories of the century, died last night of cancer.

The author of "The Longest Day," "The Last Battle" and "A Bridge Too Far" died in Sloan-Kettering Institute for Cancer Research here.

Sales of "The Longest Day" and "The Last Battle" have been estimated at 16 million in hardbound and paperback copies, in English and 19 foreign languages.

"The Longest Day," published in 1959, recounted D-Day, the Allied invasion of Normandy on June 6, 1944. "The Last Battle" appeared six years later and described the fall of Berlin in 1945.

Mr. Ryan underwent surgery for cancer in October, 1970, and, although he suffered two recurrences, the years following were largely periods of remission. During that time, he completed the last book of his World War II trilogy.

Best Seller
Titled "A Bridge Too Far," it was published this fall. The book chronicles the Anglo-American

airborne attempt to capture Arnhem, in the Netherlands, in September, 1944. It is now No. 2 on the New York Times non-fiction best-seller list.

"That fiasco has been swept under the rug so beautifully that this is the first time it is being told in the United States," Mr. Ryan said early this year.

Book-club and paperback commitments for it have been in the making, according to the publisher, Simon & Schuster.

A reporter in his youth and roving editor for Reader's Digest since 1965, Mr. Ryan publicly discredited his designation historian.

"I do not consider myself anything more than a fairly good practitioner of journalism who found a new way to write history," he said recently. "What I write about is not war, but the courage of man and the fact that man will prevail."

"There's no reason history should be dull," he often said.

To take the dullness out, Mr. Ryan used conventional histories as jumping off points for telling stories of a wide range of participants in the events of World War II—from generals

to foot soldiers taking care of themselves, to zookeepers worried about saving their animals.

Conventional histories, Mr. Ryan said, "were dealing mainly with campaigns and battles and the mass movement of men and machines up and down Europe."

Often they contained passages that said something like: "The attack began at 8 a.m. and by noon the hill was taken," he said.

"The tragedies that took place in those three hours would fill five volumes," Mr. Ryan said, recalling how he got started on "The Longest Day."

Began in 1949

"The Longest Day" was begun by Mr. Ryan in 1949 in his spare time. He also turned out several other books during the 10 years it took him to finish "The Longest Day."

Mr. Ryan was born in Dublin and became an American citizen in 1950. He joined Colliers magazine as an associate editor and married Kathryn Ann Morgan, a writer and editor at Time, Inc.

When Colliers folded in 1966, Mr. Ryan said, he decided to work on the book fulltime. "I'll pay the rent, you write the book," his wife said.

Mr. Ryan's style appealed to Hollywood. He wrote the screen versions of "The Last Battle" and "The Longest Day." The latter was one of the biggest box-office successes on record.

"I used to turn out radio plays," he said. "That was good experience for these books. I'm not a great writer, but I know how to combine a vast amount of material into a dramatic context."



Cornelius Ryan

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Beginning to Fear for Nation's Future

Britons Doubt Ability to 'Muddle Through'

By Alvin Shuster

LONDON, Nov. 24 (NYT) — Arnold Toynbee, the 26-year-old historian, wrote the other day that the distinctive disease of the Englishman was his "cherished habit of waiting till the 11th hour" before he moves into action.

He said that this was symbolized by the ritual of the conductor of an English train who waits almost until it is moving too fast before climbing on. He, thus, seemed to be saying that the British just do not get excited soon enough and that this national malady could well lead to disaster.

But many in the country now feel the 13th hour is near. For Britain is passing through a period of intensified gloom and stresses and strains, arising largely from successive economic crises but reaching beyond them.

Gospel of Despair

Fewer Britons seem to be falling back on the traditional "muddle-through" viewpoint and more are beginning to worry seriously about the nation's future. They are beginning to believe what they read and hear—the country is in trouble.

A major contribution to the gloom came from the Hudson Institute, which has predicted that Britain probably would decline to the point where Spaniards and Greeks would be better off than the average Briton. It said that, by virtually every tangible measure of the quality of life, Britain is worse off than continental Western Europe.

The European division of the institute, a private research organization, said that Britain had the lowest growth rate of all developed countries, a deteriorating balance of payments and a declining standard of living. It added that Britain's levels of personal income, health, education and housing are "already well below the levels of Britain's major neighbors on the Continent."

The institute's report has not been the only job for British society these days.

The much-heralded social contract, a vague policy of voluntary wage restraint embraced by the

British government in 1972

and "Tickle Squire," as the Daily Mail put it.

In summing up for Mr. Brooks, his lawyer, Roger Gray, acknowledged that "we have had some fun in this case."

"It has come as a welcome wind of levity in an otherwise dismal autumn," he said. "But behind the levity there is sadness and harm for Mr. Brooks."

Before the article appeared, Mr. Brooks was regarded as a respectable member of his community. Now he is known as a bottom-spanking alderman and is widely ridiculed.

"Many people have sexual kinks," Mr. Gray asserted. "The French say that flagellation is the English disease, which is rather cheeky of them. If the Common Market had a bottom-pinning contest, the Italians would win. But my client is not a menace."

"We cannot escape the crucial question here," he said. "That is, did my client slap Miss Carr's bottom without her consent?"

Bottom Dollar

There was a snicker from the spectators when the lawyer referred to the "bottom dollar" he would have bet that nothing would have happened if Miss Carr had gone to the police instead of the newspaper. He insisted that any fair-minded person who discovered his client's "kink" would merely say, "Well, if that's his fun, let him get on with it."

She acknowledged that she did not inform the police, accepted money from Mr. Brooks, drove back to town in his Rolls Royce and later went out on dates with his son.

For her part, Miss Carr said she answered an advertisement for "good-natured young ladies" because of a spanking incident aboard his cabin cruiser two years ago involving a 19-year-old student named Susan Carr. After it was all over, Miss Carr sold her story to the People for \$1,000.

Yes, Mr. Brooks acknowledged, he did like to spank young women, but only with their consent. He denied that he had ever resorted to violence or caused considerable pain. In fact, he said, he even applied some Scotch whisky to Miss Carr to remove some of the sting.

"I am and always have been perfectly normal," said the former lieutenant colonel, dressed in a striped suit and broadcloth vest, a red carnation in his lapel. "As long as it is absolutely with the girl's consent, it is nothing more notorious than the Italian habit of bottom pinching."

Boon to Cartoonists

The trial has attracted a steady flow of Londoners who have wandered into the tiny courtroom to hear Mr. Brooks, Miss Carr and the loquacious lawyers as they talked of "bottoms" and "sexual kinks." It has also proved a boon to cartoonists and headline writers—"The Case of the Slap

Miss Woods Working At White House Again

WASHINGTON, Nov. 24 (WP) — Rose Mary Woods, former personal secretary and a major figure in the Watergate tape recording controversy earlier this year, is back working at the White House.

A source at Mr. Nixon's home in San Clemente, Calif., said Miss Woods is in Washington as the former president's staff representative to deal with all matters concerning his interests in the transition to the new administration. The White House confirmed that Miss Woods is working in the Executive Office Building. She is on the White House payroll.

The judge, Sir Peter Bristow, often seemed bemused as he peered over the half-moon glasses perched low on his nose. He began his summary of the case for the jury and said he would finish tomorrow.

"Members of the jury," he said, "your minds may have boggled once or twice during this case."

Stamp May Be Menace

TOKYO, Nov. 24 (Reuter) — The Postal and Telecommunications Ministry said yesterday

it will stop using fluorescent on postage stamps next month because the dyes are suscep-

tive to causing cancer.

Women's Year Off to False Start in Russia

MOSCOW, Nov. 24 (UPI) — The Soviet Union has formed a commission to consider holding an international women's year during 1975. Tass news agency said yesterday.

Tass said the chairman is a man,

Warning No On the Return Of Makarios

NICOSIA, Nov. 24 (AP) — Turkish-Cypriot administrators warned today that it will protect its people in Cyprus if there is violence.

Cypriots after Archbishop Makarios returned as president.

The spokesman for the Turkish-Cypriot autonomous administration said: "If certain acts of violence will resume the return of the archbishop, evident that rival Greek-Cypriots are ready to resume their fight with weapons at the ready."

If this violence spreads to Turkish Cypriots living in Greek-controlled southern Cyprus, then the Turkish-Cypriots will not remain idle.

Army Role Seen

The warning was seen as a threat that the Turkish might occupy more of the island if not all of it if the rest of the island is threatened.

Acting Cyprus President Clerides said four days ago that rival Greek-Cypriots groups—those favoring and opposing the archbishop—were preparing for action in the ousted president's imminent return.

Mr. Clerides stated yesterday

on returning to the island.

London talks with the Archbishop, that the clergyman, who was ousted president, would return in "the first of December."

In London, Archbishop Makarios said Friday that he will discuss federation as a possible political solution to Cyprus' problems.

Anneration Feared

In the past he had strongly opposed the island's division into regions united in a federal state, saying it would lead to eventual annexation of the Turkish-Cypriot state by Turkey.

But the archbishop said at a news conference Friday: "We are prepared to discuss a federal or a communal basis in regional federation."

There has been a noticeable increase during the last few months in the number of Turkish Cypriots trying to move from Greek-controlled south to Turkish-occupied north.

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Off to
Start in
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Hirai, Fukuda Seen Leading in Battle to Succeed Tanaka

By Don Oberdorfer

TOKYO, Nov. 24 (UPI)—Premier Kakuei Tanaka will announce his resignation within days, according to authoritative sources.

The 65-year-old Premier, who came into office 28 months ago, initiating a new era of "decided in action," reportedly made up his mind a little over a week ago—shortly before the arrival of President Ford for a four-day state visit.

Associates said the decisive factor was the controversy following a magazine's detailed account last month of his money and politics dealings.

The Premier, who rose from poverty to become one of Japan'salthiest and most powerful men, was initially inclined to stand and fight in an effort to beat down the charges. But members of his family, especially his daughter Makiko, are said to have urged him to step aside and thus end discussion of the scandal.

Parliament Investigation

In the end, his decision reportedly was dictated by the Nov. 15 announcement that an investigating committee of the Diet (parliament) was planning to summon for public questioning a number of his close friends and backers, including "Mama Sato," the former cabaret hostess who managed his political faction.

Mr. Tanaka's decision to resign is set off a scramble for power among the warring subgroups of the ruling Liberal Democratic Party. The two most prominent candidates for the top post are Finance Minister Masayoshi Ohira, believed to be Mr. Tanaka's

Zambia Said To Be Talking To S. Africa

LUSAKA, Zambia, Nov. 24 (Reuters).—Zambia is holding secret talks with South Africa as part of a diplomatic offensive aimed at resolving problems in southern Africa, informed sources said here today.

The sources said Zambian envoys had been going to South Africa for the last two months for talks with officials there. There has already been a noticeable thaw in relations between Pretoria and Lusaka. Zambian President Kenneth Kaunda recently praised a speech by South African Prime Minister John Vorster in which he said his government wanted peace and cooperation instead of confrontation in southern Africa.

Rhodesia Dispute.

In his speech Mr. Vorster also urged a settlement of the Rhodesian dispute with Britain arising from Rhodesia's unilateral declaration of independence nine years ago.

There has been persistent speculation, denied by Rhodesian Prime Minister Ian Smith, that the South African government is bringing pressure to bear on Salisbury to settle its constitutional dispute with Britain, which centers on the pace of Rhodesia's movement to black majority rule.

There recently have been indications that South Africa is basically reappraising its African foreign policy following the Portuguese coup in April. Observers said that a Rhodesian settlement would be a major step toward better relations with black Africa.

This would also enable South Africa to pull back the strong force of paramilitary police which it has sent to Rhodesia to suppress nationalist guerrillas there.

personal choice) and veteran politician Takeo Fukuda, who resigned from the cabinet this summer with a bust at Mr. Tanaka. Because the battle lines between these two are drawn so sharply, a compromise choice is a distinct possibility.

It is not clear what procedure will be followed by the ruling party in choosing a new party president, which tradition becomes predominant. Ueda's chances appear negligible; his party election, while Mr. Fukuda is pushing for a negotiated decision. Mr. Tanaka is expected to remain in office as a lame-duck party president and premier until his successor is chosen, about Dec. 10.

Permanent Bureaucracy.

No fundamental change in government policy is anticipated because of Mr. Tanaka's departure, although his successor may well shift the tone and emphasis at home and abroad. Japanese policy is formulated to a large degree by consensus, with the permanent bureaucracy playing a major role.

It is virtually certain that the Liberal Democrats, the conservatives who have ruled Japan nearly continuously since World War II, will retain the leadership of the government for the immediate future despite the continuing slow decline of their parliamentary strength. The opposition parties—primarily the Socialists, Communists and the quasi-Buddhist Komitai party—are considered too badly split and are still too weak to form the neutralist coalition government that is sometimes projected for the future.

The issue of corruption will remain after Mr. Tanaka's departure. Nearly all of the conservative politicians are deeply involved in a system of heavy political spending and have extremely close business ties. The opposition parties indicated yesterday that they will continue their attacks and investigations, no matter who is chosen to succeed Mr. Tanaka.

While the corruption issue was the immediate cause of Mr. Tanaka's decision to step down, it was merely the last in a series of problems and misfortunes. Serious inflation began shortly after Mr. Tanaka's assumption of office in July, 1972. Wholesale and retail price indexes have risen by more than 50 per cent in Mr. Tanaka's period in office. The increase was caused in part by the oil crisis.

His public popularity, which climbed to an unprecedented 61 per cent in the polls shortly after he normalized relations with China in September, 1972, fell to 10 per cent in a press poll earlier this month.

Merchants Deny White Slavery' Rumors in France

CHALON-SUR-SAONE, France, Nov. 24 (Reuters).—French and other merchants in this town in eastern France have invited local inhabitants to inspect their premises after rumors swept the area accusing them of involvement in the white slave trade.

Mr. Moro's main task is to find an acceptable program to reduce the rumors, denied by the police, are the same as those which spread in the cities of Orleans and Amiens in recent years.

In each case, generally Jewish owners of clothing stores for women have been accused by the rumors of drugging and shipping clients to work as prostitutes in the Middle East. Authorities believe the rumors here may have been started by a salesgirl who was fired from her job for theft in one of the shops.

The police said they had no missing persons cases.



United Press International
OATH OF OFFICE.—As a presidential bodyguard looks on at right, Ugo la Malfa is sworn in as Italy's deputy premier. Other new ministers stand in the rear to await their turn.

Moro Cabinet Is Sworn In, Ending Crisis

By William Tuchy

ROME, Nov. 24—Italy's 37th government since the fall of Fascism was sworn in yesterday to try to deal with mounting economic and social difficulties.

The government is headed by Premier Aldo Moro, a somewhat left-leaning leader of the Christian Democratic party who was the foreign minister in the previous government.

In addition to Mr. Moro, the new cabinet comprises 24 ministers: 19 from Christian Democrats and five members of the Republican party.

In the new government, both the Socialist party and the Social Democratic party were not given cabinet posts. A feud between these two former members of the center-left coalition brought down the previous government on Oct. 3.

Pledge of Support.

However, the Socialists and the Social Democrats have promised to support the new minority government in parliament to give the government a working majority.

As a member of the left wing of the Christian Democrats, Mr. Moro, 58, is in a better position to maintain contact with the powerful Communist party and the three big trade unions than a more right-wing figure of the Christian Democrats, analysts said.

In the new government, Republican party leader Ugo la Malfa is the deputy premier, with responsibility for economic coordination. Outgoing Premier Mario Rumor is the foreign minister.

Treasury Secretary Emilio Colombo remains at the same job but Defense Minister Giulio Andreotti has been shifted to budget minister, while Christian Democratic leader Arnaldo Forlani is the new defense minister.

The new government is not expected to change any of Italy's major policies with regard to the United States or NATO.

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Tibetan State Radio Attacks Dalai Lama

NEW DELHI, Nov. 24 (Reuters).—The radio station in Lhasa, capital of Chinese-ruled Tibet, yesterday broadcast a bitter attack on the Dalai Lama, the Tibetan religious leader who fled into exile in 1959.

A lengthy broadcast, monitored here, accused the Dalai Lama of having made Tibet economically poor and culturally backward. The broadcast said the Dalai Lama was calling for the "so-called independence" of Tibet, but it said the Chinese People's Army would never allow this "evil conspiracy" to succeed.

Yugoslav Jet Burns

BELGRADE, Nov. 24 (Reuters).—A Yugoslav Airlines DC-9 was destroyed by fire after it made an emergency landing near Belgrade's Surtic Airport last night. All 44 passengers and six crewmen escaped unhurt. The airliner was arriving from Paris.

The Norwegian view is that the vast Barents Sea area between Norway's North Cape and Spitsbergen is part of Norway's continental shelf.

The problem of Spitsbergen, situated just south of the Arctic Ocean, would arise if any claim were to be made that the island group has its own continental shelf.

Norway's claim is that the seabed and the sea itself is still uncertain, because offshore borderlines between Norway and the Soviet Union have not yet been settled. The Moscow negotiations will therefore be concerned with drawing a partition line across the Barents Sea northward.

Strong conflicting interests are at stake. To a large extent, the talks will be economic, but they will also affect the political and strategic interests of both NATO and the Warsaw Pact countries.

As the sea is a transit area for the Soviet Union's northern fleet and one of the most important strategic areas in the world, the Kremlin is not likely to be happy about the idea of permanent or semi-permanent installations in this part of the Arctic area.

Complicating factors in discussions on the sea's future is Spitsbergen, the Arctic archipelago, and its territorial waters, which form part of the northern boundary.

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THIS primary function of any organization, whether religious, political or industrial, should be to implement the needs for man to enjoy a meaningful existence. For the first time in history we have the opportunity to satisfy man's inherent wants."

That statement by Prof. Frederick Herzberg of Cleveland's Western Reserve University, a pioneer and influential theorist in the field of industrial reform, contains some of the basic beliefs of the movement to improve job conditions for workers.

Technology and scientific management in advanced industrial countries turn out enough goods to keep people fed, housed and entertained, the reformers argue, and now it is time to satisfy higher wants such as the need to be creative, to grow and to find meaning through work.

This viewpoint is often ignored and scoffed at by management. As long as there are enough workers to man the machines and they punch in regularly, these managers reason, there is no need to change the system.

Basic Assumption

But in the advanced industrial countries workers have increasingly begun to ignore the disciplines of the system: they stay home more often or they change jobs or drop out altogether, causing havoc with efficient production.

Such discontent has given the reformers a growing influence. And their new prominence has generated an intense and sometimes bitter debate about their ideas.

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This view is not universally accepted, especially in its more concrete forms.

There is work and there is work, skeptics say, and it is simply an unpleasant fact that some of the work needed to maintain an industrial society is boring. Moreover, the skeptics add, trying to make such work creative and stimulating would be absurd.

Furthermore, many union officials feel that efforts to make work more meaningful usually involve giving workers more responsibilities, and that this may not only require more on-the-job effort for the same pay

down of the free industrial system, either through increasing worker resistance or through the evolution of a totally passive worker unit for participation in the democratic process.

Those who have to be convinced and who can make the changes are the managers. Their jobs often depend on increasing productivity and profits; they want to see charts with happy figures that show turnover and absenteeism going down and productivity going up.

But in most cases the reform experiments cannot show such clear-cut results.

Productivity may improve, but is it the result of changes in the way people do their jobs or of new machinery and physical improvements in the plant?

Also the changes often cause turmoil in a company, particularly in the early stages. All the workers are apprehensive, for however unhappy they may be with the jobs they have, at least the work is familiar. And as increasing responsibility is given to the workers, the middle-level supervisors often lose some of their power and begin to resist.

The reform effort demands a major commitment of management and, if not support, at least noninterference by the unions.

Few companies are prepared now to risk shaking up traditional methods of work and face the uncertainties of experimentation. The overall thrust of industry is still to find more automated, more efficient equipment and then make the workers adapt to it.

But mounting disaffection among workers is beginning to make itself felt. And so the pioneer Scandinavian experience with work reform, top management and labor officials say, is beginning to seem less remote.

—AGIS SALPUKAS.

but also tends to undermine restraint on speedups.

And even if some jobs can be enriched, the skeptics ask, is it fair to raise workers' expectations, to have them acquire new skills and assume new responsibilities, when there will be severe limitations in all but the most intense boom times on how far they can move up?

In reply, the reformers point to evidence from their studies showing that even the lowest workers become happier and more productive when given some voice over their work pace and surroundings. And, they say, the risks of reform are small compared to the risks of inaction.

Fears for System

Some reformers even fear that continuing on the present course, with machines determining the conditions of the work place, will lead to the eventual break-

through.

Ordinarily, such a theory would be almost certain to meet resistance from both labor and management, neither of which would be likely to welcome any shrinkage in authority. But in most Western industrial nations, worker

discontent has reached such proportions that the reformers' ideas have begun to seem more practical.

The problem of worker morale—which takes the form of high rates of turnover and absenteeism—is acute in Norway and Sweden. The U.S. automobile industry is deeply concerned by absenteeism of about 5 per cent a day, but in Sweden, at Volvo's Torslanda plant, the figure is 18 per cent. The company must keep 600 extra workers on the payroll to cope with it.

In the last few years, the magnitude of the problem in the two Scandinavian countries has made the pressure to do something about it all but irresistible. And an unusually cooperative relationship between management and labor, maintained by policy-making groups representing both sides, has made innovation on a large scale possible.

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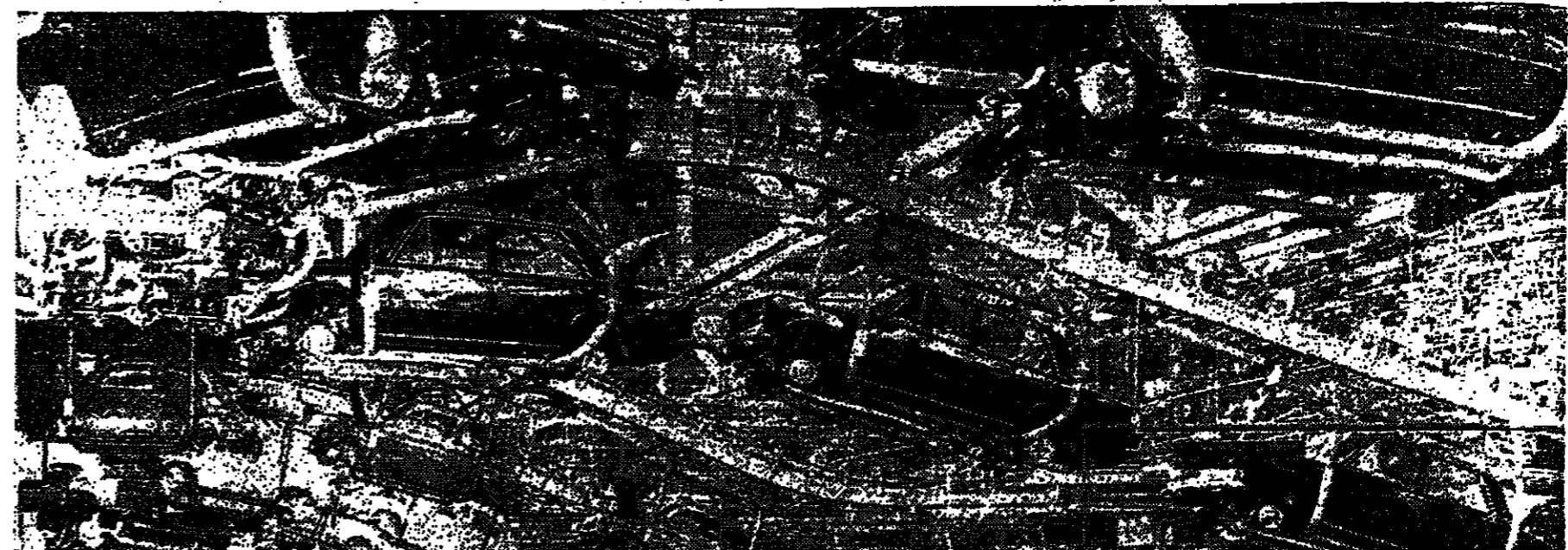
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Under the old union agreement,



Workers' Autonomy in Norway and Sweden

By Agis Salpukas

KRISTIANSAND, Norway (NYT)—When the huge paper machine broke down at the Hunsfoss mill here not long ago, the workers reacted quickly. One took over the control panel; the others, their hands darting in and out of the rollers, made some intricate adjustments. In a few minutes, everything was running smoothly again.

No foreman had told the workers what to do. No company manual had specified who should do what if such an emergency ever arose. They had responded spontaneously, on their own initiative and responsibility.

The workers at Hunsfoss are the subject of an experiment, a far-reaching reform effort under way throughout Norway and Sweden to make work more challenging and more satisfying for workers. The key notion of the experiment is worker autonomy.

Let each worker have a measure of real authority over what he does and where and how he does it, the theory goes, and his creative energies will be released. He will not only do more work, but he will also do it more intelligently and more contentedly.

Ordinarily, such a theory would be almost certain to meet resistance from both labor and management, neither of which would be likely to welcome any shrinkage in authority. But in most Western industrial nations, worker

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jobs were broken down into classes that limited each worker to a certain job and a certain area.

There was constant conflict among the workers—for example, among the wheelers, who roll up the paper. A wheeler who got slightly lower pay than another wheeler would not take on any extra tasks, arguing that he got less pay and thus should take no extra pay.

Starting in 1968, the plant also began to hire more young people, usually in the less-desirable jobs. The workers often stayed home or left after a short time.

Salve Aas, the personnel manager, recalled that there was little initial enthusiasm, as initial experiments had shown.

The workers met weekly with

representatives of management who told them how much had been produced and what the long range goals were. The workers then decided how to rotate

in their jobs, set their vacation schedules, arranged for supply materials and oversaw quality control.

Eventually, they voted to eliminate the foremen.

The system of autonomous work groups was expanded to other departments, and now more than half the plant is run this way.

What are the benefits? Trygve Jarlsby, the president of the company, said that production has gone up but that it was impossible to say with any certainty what role work changes had played because better equipment had been installed during the experiment.

"But one important benefit," he said, "is that we have achieved some stability in a work force." The turnover in the lower jobs, he estimated, has been halved.

Kaare-Berg Andreassen, the chief shop steward, said that "friendship among the operators has been better. They feel more involved now."

One disadvantage, it was agreed, was the large amounts of time spent keeping the program going. Edil Lie, vice-president of the company, recalled that in 1970 about 300 meetings had been called to discuss the program.

"You can't keep having 30 meetings on this thing every year," he said.

There has been little progress in the program recently because management has been involved in a major expansion of the company and key officers have had much time for it.

"We have to admit that this project has been sacrificed," Mr. Jarlsby said. He added, however, that he was determined to keep it going.

Similar problems have developed elsewhere, but Dr. Thorstrand and his staff at the institute are not discouraged. Pressure for change in the work place will continue, he said. "People have a high level of material well-being and have higher education," he said, "which means they're unwilling to do Mickey Mouse jobs."

Dr. Thorstrand, a resistance fighter during World War II, whose initiative was left to small groups that decided on their own how to function, sought to create the same kind of atmosphere on the shop floor.

"It's amazing what you can do," he said in a recent interview, "if you create a design that allows participation, where you can use modern technology to advantage and use people to optimize work and life."

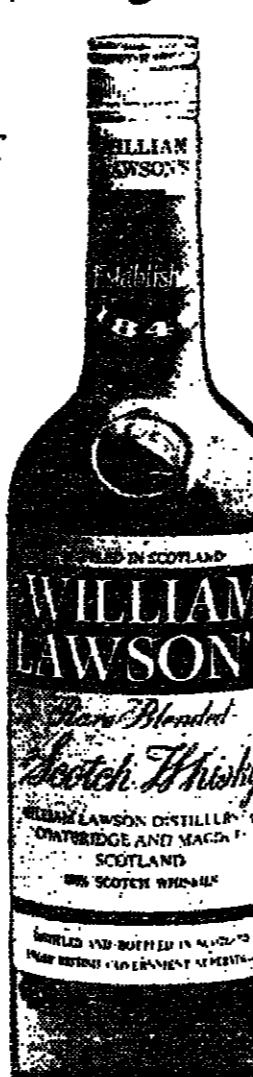
Vicious Circle

The way most jobs are set up now, he said, establishes a vicious circle in which workers become ever more alienated and frustrated.

At the same time, ever-greater centralized planning and control are imposed, which reduce the worker's initiative and lead to further lack of trust.

He emphasized that there was not a single theory or method that can be developed and applied to any given industry. Rather, the approach is one of getting workers interested in making the changes and then having them take over the process and set their own goals.

Dr. Thorstrand conceded that to accomplish this was often difficult. At Hunsfoss, for example,



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The Convict's Greatest Fear: Life Outside the Walls

By Andrew H. Malcolm

RT MADISON, Iowa (NYT). — Robert Ferguson walls something special.

Walls are strong. Walls are secure. They can lean on, scribbled up or ed against. They keep away. They make no demands. Ferguson knows this because he spent almost 39 of his 40 years inside state walls. Once he was an orphan. Later he was a man. Now he is a convict. But he will be free.

Robert Ferguson is afraid.

"I don't know how to live like," he says, "my home is here." There are more Bobby Fergusons than you'd ever care to see, said a prison official who seen thousands of convicts come and go and come back.

One knows for sure how many men and women have come to rely on jail and similar institutions as home, a familiar place with familiar faces from world over like food and medical care.

If these people, life's generally pitted standards seem reversed, if they lived in front of a or where right was left and was right. To them, prison is security. Parole is a dream. Sleep is a pastime. Details are something you take to the shower.

One knows for sure how many convicts like Robert Ferguson actively seek incarceration the security of it all. But no in the business of jailing lots that there are many.

Two years ago, the last time one counted inmates in state local prisons, there were 300. But no one figured how many had been there before.

Federal penal institutions are now 23,500 convicts, 89 percent of whom served time.

Generally, they are tried to as "hardened criminals" or "habitual offenders." To growing number of criminologists, they are "recidivists," returnees seemingly immune to abilitation. But there may be special kind of recidivist: the institutionalized being.

This is the story of one such man and what he faces.

Born in Jail

Ferguson first entered jail when he was born. His mother was in Iowa Women's Reformatory Rockwell City. She was serving time for an offense long lost a file card somewhere. "I think her name was Vivian," Ferguson says.

On June 14, 1934, she gave birth a baby now known as Robert Ferguson. On June 14, she renounced the baby. It became a ward of the state, and has been ever since.

The child's first "home" was a institution for orphans. Here, the child was cared for adults. Their faces changed with each shift.

Later, the child was sent to Woodward State Hospital, an institution for the mentally retarded. Records for that part of Ferguson's life have been mislaid. Prison officials do not believe Ferguson was retarded. He did learn some of the rudiments of his only constant companion.

With no emotion he recalls his childhood days: "We sat at a table day with our arms folded. You stood up without raising your hand for permission, someone hit you."

Sometimes the child would be lopped to Eagle Grove, Iowa, for visits. There, residents collect, an aging couple tried care for the young man. They ead now.

"Sure, I remember Bobby," said Albert Shaw, who is perhaps Ferguson's best acquaintance on outside: "We both lived on east side of the tracks the right side."

Mr. Shaw grew up to be sheriff Wright County there. Ferguson grew up.

Cannot Explain

For some reason he cannot explain, Ferguson always seems to turn back toward Eagle Grove during his infrequent times of freedom.

In prison cart in a cell of the Iowa State Penitentiary here, Ferguson seems cheerful. He is 6 feet tall, broad-shouldered and balding. He has an average intelligence. He can read and write but would rather not. In handcuffs, he has learned to catch his head with both hands. He lives in Cell D-11. It is 8 feet wide and 8 feet deep with 8-foot ceiling. It is furnished in a stool, toilet, sink, table and bed.

His cell is on the second of four levels in cavernous Cellhouse 20. It faces the northeast through the bars Ferguson has view of the 4-foot fan that circulates the air for the 87 men used there. Every time each man in maximum security leaves his cell he is stripped and searched and handcuffed.

To be able live there, Ferguson became a habitual criminal. He was picked up by the police more than 18 times, most seriously for robbery but never for violence. After many incidents, he invited arrest.



Robert Ferguson, No. 101418

As a youth when he outgrew one orphanage, he was sent to another institution and another. He was sent to state hospitals. He was not ill, though so their help was limited. He became a disciplinary problem. He took to stealing. He was sent to institutions for juvenile delinquents.

Some believe such acts were intended to get individual attention. Others call him incorrigible. "I don't know," says Ferguson, "why not?"

The sets did get him noticed. His adult FBI record begins a few days after his 18th birthday. It starts with a vagrancy charge in Oklahoma City. Over the years it follows his wanderings from Sarasota, Fla., to Vancouver, Wash.

Sometimes he sought out women he had "met" through lonely hearts letter clubs. Sometimes, very briefly, he worked. But mostly his treks were aimless.

Always he returned to Iowa. There to be jailed, he would commit the more serious crimes. He passed bad checks. He stole cars. He "borrowed" cars. He robbed. Typically, as a sentence ended, he would attempt escape. This earned him an extension in prison.

Crime after crime, he worked his way through the reformatories. There was Anamosa, where he went several times somewhat disappointedly; it is not considered the "Big House." And there was Riverton, which is Ferguson's favorite penal institution.

"It was quiet out there by myself," he said. He did not know how to budget money until pay day. On weekends, he said, there was nothing to do. And at work his friends, the convicts, accused him of being a guard.

So he ran away, a deliberate violation of parole. Then he phoned the prison to announce his whereabouts. Officials wished him good luck. So he stole some money in Des Moines and was returned to jail.

Ferguson's plight has in recent months attracted offers of help. "Fergie likes people to want to help him," an acquaintance said. "The only place they do is in prison."

There was never any point at which Ferguson designed his career plans. He was just an institutional way of life that seemed to flow naturally, requiring no decisions.

For his latest conviction, Ferguson held up a service station in western Iowa on Feb. 17, 1969. With his hand in his coat pocket like a gun, he asked the attendant for \$10. Ferguson then said he would be in a nearby restaurant when officials wanted him.

The police found him there. He was eating a big steak dinner. They charged him with stealing several hundred dollars. That was amended later, however. All but \$10 had been found on the gas station attendant.

"That's my life," he said. "I've done that for years. It's natural. I don't know enough about outside except stealing and bumming around and I don't like that."

Recently, however, he has acquired two steady correspondents outside. One is a farm couple, Mr. and Mrs. Raymond Meyer of Ottumwa, Iowa. "I think Bob wishes he had a family," said Mrs. Meyer, who describes herself as "sixtyish, about the age Bob's mother would be."

Ferguson's other correspondent is Elizabeth Kinsler, a 43-year-old mother of four who lives in Fontana, Calif. Mrs. Kinsler, who is seeking her second divorce, recently quit her job as a late-night grocery clerk because she was tired of being robbed regularly.

She and Ferguson exchange long daily letters. They have "gotten serious," she says. He has proposed marriage.

In these letters Ferguson has promised both Mrs. Kinsler and the Meyers that he will join them upon his release.

Ferguson is now scheduled for release on Feb. 7. The week before then he will be measured for new clothes.

And then on that chilly morning he will be taken from Cell House 20 and searched. He will be taken to the main entrance, past the dining hall, the cement exercise yard, the benches filled with his convict friends, past the sliding sets of steel bars, the uniformed guards, and the metal detector—which have all been home for so long.

When Mr. Kerby was asked if he thought Ferguson would make it this time, his eyes fell to the desk to the Ferguson file No. 101418. It is five inches thick.

"What do you think?" he said.

A Family's Fight to Save Son From the Children of God

By Peter Arnett

BETHEL, Conn. (AP)—A week after Derek Neve abruptly joined a secretive religious sect called the Children of God, his worried parents were startled by the suggestion of a senior Canadian police officer: "If I were you, I'd knock him on the head, bind him in your car and take him home."

Three years later, they did just that. But that did not work.

In the intervening years, Brenda and David Neve said they used tears, angry words and hours of patient argument to change their son's mind. They flew in an Evangelical preacher from Texas to reason with him. They brought a Roman Catholic priest who specialized in exorcism.

The report outlined what it called "shocking testimony of sexual abuse, rape, brainwashing, solitary confinement of recalcitrant proselytes and demands that children kill their parents."

But the report said the attorney general could take no direct action because the Children of God has an "outwardly religious appearance" giving it First Amendment protection.

A leader at the sect's Dallas headquarters, Cornelius Corp, charged that the attorney general's report relied "on false witnesses to vilify us" and resulted from religious intolerance.

The Neves had never heard of the Children of God when the phone rang at 2 a.m. one day in 1971. It was Derek, their eldest son.

They said he calmly told them: "I have come to say good-bye, you will never see me again. We are going underground because God will destroy America."

That was the first of a series of shocks. And the Neves were ill-prepared. They had raised three children in the Canadian Arctic where Mr. Neve worked as a government administrator after emigrating from England in 1957.

"We prayed together and we

and Jesus movements of the 1960s.

According to a recent report by the New York Attorney General's office, the sect has changed "from a religious hippie-oriented group to a cult subservient to the whims and desires of its leaders."

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"We prayed together and we

believed in high moral principles," Mr. Neve said. Derek had wanted to be a minister and was ending his second year at the Canadian Bible College at Regina with a year to go for his doctorate of divinity, when he had his fatal meeting with the Children of God.

Derek and other ministry students had set up a tent at a rock festival at Madoc, north of Toronto, to serve coffee and offer Christian teachings to young visitors. But it was the Children of God disciples who did the convincing, Derek's father said.

"From what we can work out, the Children walked into that tent at 10 a.m. and Derek was totally hooked 15 hours later."

The Neves had moved to Connecticut by then. The shock of meeting his son from the sect. That meant "deprogramming," a technique requiring that his son be kidnapped and held in seclusion while a team of skilled operatives tried to talk him out of his beliefs.

"I was initially opposed to it," Mr. Neve said. He said one reason was that his son had married a girl in the commune and had fathered a child. But Mr. Neve said he was won over when he met a youth who had been successfully "deprogrammed."

The operation was set for Sunday, June 16, of this year.

It was Father's Day.

"It was a real cloak-and-dagger business," Mr. Neve recalled.

The Neves had assembled a dozen operatives in Toronto, including the leading "deprogrammer" in the United States—Ted Patrick.

His mother recalled: "Immediately we could see that he had changed. His eyes were black and scary, as though hypnotized.

They drove to his commune at Belleville, Ontario, but were not permitted inside the three-story building. There were guards at the doors and windows. But they returned to Belleville and this time they prevailed upon the chief of police to have Derek picked up and brought to the police station.

His mother recalled: "Immediately we could see that he had changed. His eyes were black and scary, as though hypnotized.

They felt they were losing their son and they were right.

Ten days after he had gone home to Bethel, Derek left again.

in his commune near Toronto, leave with him in her car, then quickly pull over to the curb.

Two hefty hired hands jumped from the shadows and into the car to hold Derek. Thirty-five miles outside Toronto the group, including escort cars, pulled into a Roman Catholic retreat and the "deprogrammers" went to work.

In a quiet room the questioning began. "You believe Moses Berg is God?" asked Mr. Patrick.

"Yes," replied Derek.

"Well, Berg is not God," Mr. Patrick said.

The first session lasted six hours.

Later, she said Mr. Patrick came to her and said: "I think he's ready to break. I want you to put your arms around him when he's breaking."

Not only did her son appear broken, he agreed never to return to the Children of God.

"It was just too wonderful to hear," said his mother, and soon afterward they all left for Connecticut.

But the ordeal was not over.

Derek did not settle down in the Neves' white frame ranch house. He was restless and his parents said they wanted to separate him from his wife because we know that at night they are talking about the sect, the old days."

They felt they were losing their son and they were right. Ten days after he had gone home to Bethel, Derek left again.

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Page 8—Monday, November 25, 1974 *

The Terror Within

While the tension of the tragedy at the Tunis airport increased, and bombs burst in Birmingham pubs, the world was given further bloody examples of the terror that terror holds within itself. For it was Palestinian guerrillas who hijacked the British plane in Dubai and, doubtless, Irish Republican Army adherents who blew up a large number of innocent citizens of Birmingham. But what particular sect of Palestinians killed on the plane? How republican, how Irish, were those who set off the bombs?

That terror breeds terror is well known. The reactions of the Israelis in Beir Shean, when three guerrillas slew and were slain there, shamed some of their own. For the Irish in England's industrial area, the killings in Birmingham mean suspicion and hatred from their neighbors, new and tighter police regulations. What good either could accomplish for, say, a Palestinian worker in the Gaza Strip or a Catholic worker in Ulster, is not even problematical. Both were lessened, both were threatened by the vile acts committed in their names.

Yassir Arafat would have denied this aspect of terrorism—in fact, did deny it before the United Nations General Assembly. But Arafat himself was confronted with the other side of the terrorist coin when a dissident group assertedly working toward the same goals for the Palestinian people that Arafat's coalition held up to the world, seized the airliner at Dubai. For this clique was, in effect, working against Arafat's Palestinian Liberation Organization. It was less

interested in calling the world's attention to the plight of fellow Palestinians than in freeing from prison some fellow terrorists.

Arafat knew that this would not only damage the Palestinian cause, but his own version of it. He had won quasi-respectability from the UN and from a number of complacent nations for the kind of terror he had commanded. And with that status went a new responsibility, a possibility of moving from shooting down casual strangers to negotiating with their governments. And here were some Palestinians who were not only sending shock waves of horror into those governments, but doing it in spite of Arafat, and to liberate some other murderers whose imprisonment Arafat had condoned.

And this is the key to the immorality of terror. It is in fact the weapon of the irresponsibles. Its acts can be committed by a very few; its effects can be very widespread, and there need be no broad base of popular support, no intellectual or physical system of disciplines, no loyalty beyond a handful of fanatics. So long as it is considered justifiable by any country or movement, none are safe from it.

There can be no refuge in which any terrorist can find security. If there is to be security anywhere, the reliance on terror by any group imperils that group through the terror within: the assumption by any government, or organization of governments, that terror can be justifiable is the error of Frankenstein. It builds a monster that destroys its maker.

Banking on the Banks

The banking system of the United States is under strain and scrutiny; strain resulting from recent years of overextension, rapid growth and a reach for profits beyond traditional dictates of prudence, scrutiny from federal regulators and specialists in Congress as well as concerned experts inside the industry itself.

Much of the talk in the financial community is in muted tones, for fear of triggering a psychological reaction that is unjustified and would only compound the problems. Public savings are not about to be wiped out in a frenzy of bank failures such as occurred in the 1930s. The chief concern is rather that the government-engineered mechanisms that guard against such financial disasters may be taken too much for granted by aggressive banking institutions.

The proof of success of the banking reforms of the 1930s comes in the fact that the past year has seen the two largest bank failures in American history—Franklin National in New York and U.S. National of San Diego—without loss to depositors or chain reactions among other banks and businesses. This was no small achievement for the federal regulatory system, aided, perhaps, by a massive dose of luck.

It was no less an authority than Arthur Burns, chairman of the Federal Reserve, who flashed a forthright signal to the nation's bankers. In a speech last month, he warned that "some carelessness" had crept into banking practices. Dr. Burns argued that the banking system's strength must rest on the

resources of individual banks, not on the availability of government bailouts.

Over the past decade, some of the country's banks seem to have grown bored with their traditional fiduciary responsibilities, choosing instead the lures of the go-go, never-never land. With innovation and expansion at a premium, banks have become intensely competitive both for deposits and lending opportunities. Since banking profits depend in large part on the volume of loans outstanding, the average ratio of deposits to loans has deteriorated, as has the quality of loan undertakings. Many banks have found themselves dependent on volatile short-term borrowing to support long-term commitments. Such entrepreneurial practices, along with risky foreign exchange operations and diversified activities of bank holding companies, only increase the banks' vulnerability to managerial error.

Dr. Burns and some of the congressional specialists are looking into ways of tightening up the federal regulatory process, reversing, in effect, the past decade's trend of regulation which was directed more at encouraging and equalizing competition than in protecting the basic soundness of the banking system. But immediate responsibility for protecting bank liquidity and preventing further failures lies inside the banks' boardrooms and managerial hierarchies. The interest of the federal government, and ultimately the taxpayers, is in maintaining a sound banking system, not in assuming the entrepreneurial risks inherent in banking practices aimed at increasing profits.

THE NEW YORK TIMES.

Silence in Peru

For the second time in four months, Peru's military rulers have resorted to drastic action to silence criticism of their policies. They have closed three magazines, exiled 10 journalists and arrested five leading members of the Lima Bar Association, including its president. For good measure, they have ousted 137 American Peace Corps volunteers, who had been working mostly in forestry, agriculture and education.

The measures against the magazines, writers and lawyers were provoked by their criticism of economic policy and their publicizing of a fact embarrassing to the regime about the multimillion-dollar contract recently signed with Japanese firms for the building of an oil pipeline: it contains an arbitration clause under which disputes not foreseen in its text would have to be settled by a third party.

Until now, the military leaders have rejected arbitration as an infringement of sovereignty; and their constitution makes all business operating in the country subject only to Peruvian law. The bar leaders thus contended that the arbitration provision

made the Japanese contract "null and void." For the regime and its lackeys in the daily newspapers seized by the government last July, these remarks and other criticism added up to "a sinister plot of a counter-revolution that is now under way . . ."

This irrational reaction was similar to the earlier persecution of a weekly magazine editor for pointing out that in an agreement with the United States last February, the government had dropped claims for hundreds of millions of dollars in back taxes from the nationalized International Petroleum Co. Ironically, that editor, Enrique Zileri, is now the only independent journalistic voice remaining in Peru: but he is in jeopardy because his fate depends on his appeal from a year's prison sentence.

Mr. Zileri had been in trouble earlier for warning that sycophants and Communists were trying to push President Velasco toward "a personal dictatorship, iron-handed and absolute." With its latest actions, the Peruvian regime seems bent on making a prophet, as well as a martyr, out of Enrique Zileri.

THE NEW YORK TIMES.

In the International Edition

Seventy-Five Years Ago

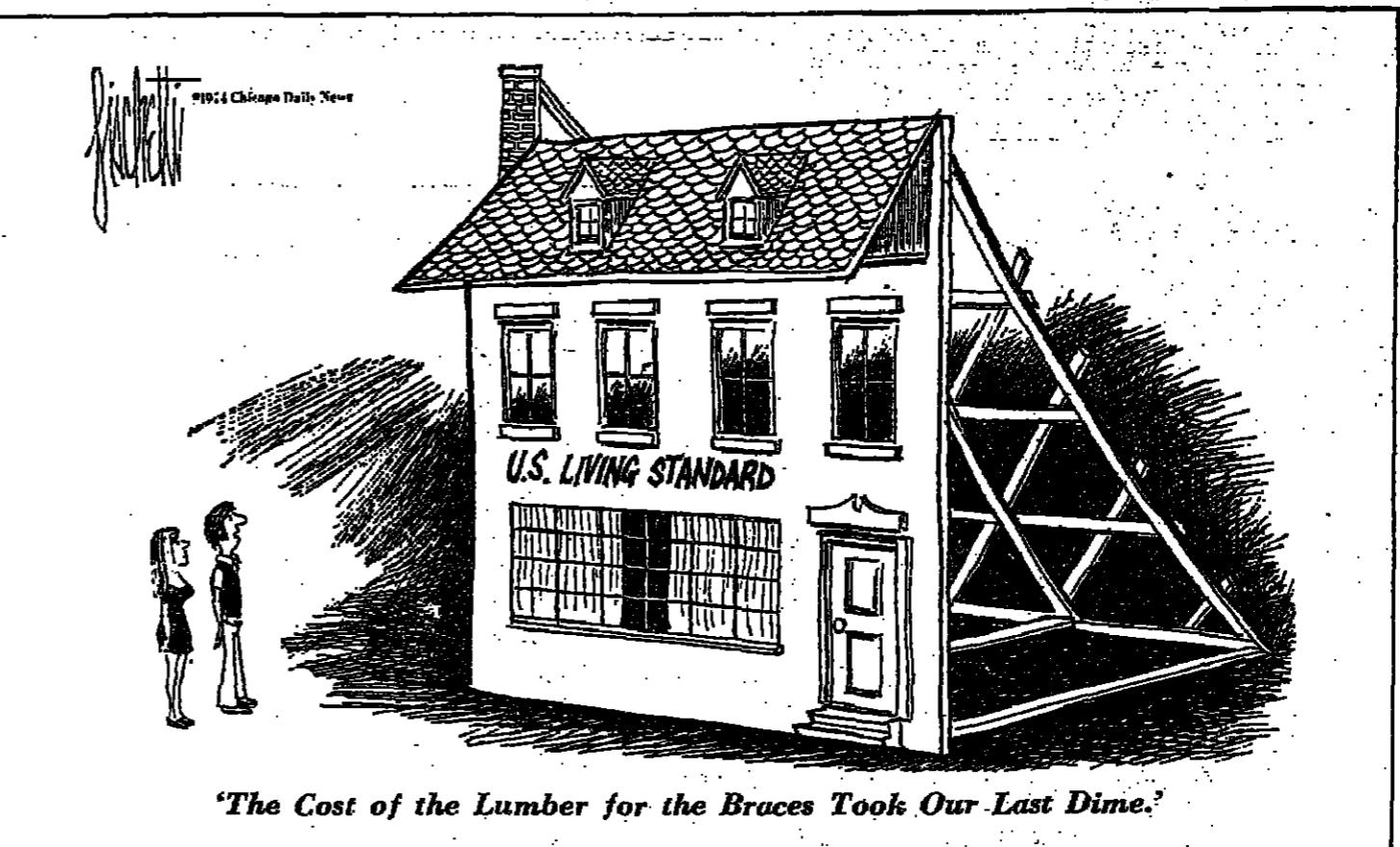
November 25, 1899

PRETORIA—Through the courtesy of the authorities, in the Foreign Affairs Department and the War Department, contact has been made with Mr. Winston Churchill, who is confined in the state school with other British officers who are prisoners here. Mr. Churchill, beyond a slight bullet wound in his right hand, is well and hearty though naturally chafing at his enforced idleness.

Fifty Years Ago

November 25, 1924

NEW YORK—Today opened the fourth week of the sensational bull stock campaign here. Trading was enormous, 35 issues advancing to new high levels, and the increases totaling 1,946,000. Tales of huge fortunes being made are going around all over the city. One story said that an unnamed woman film star cleared over \$50,000 on American Can in one day.



'The Cost of the Lumber for the Braces Took Our Last Dime.'

A Bleak Thanksgiving in Washington

By James Reston

WASHINGTON—The latest Thanksgiving Day bulletin from the economic front is that over 200,000 auto workers will be out of jobs next month and that the unemployment total in the nation will be over 6 million or 7 per cent of the workforce next year.

The capital is being battered by statistics. More than a quarter of the auto industry's 700,000 workers will be on temporary or indefinite layoff in December.

Chrysler Corp. will almost be shut down until Christmas. Big steel

is beginning to add to the lay-

offs, and the mayor of New York

cuts 1,510 employees and an-

nounces "the toughest austerity

program" since the economic presi-

dency of the 1930s.

What to do? "Do without," says

President Ford. "Buy cars," says

Leonard Woodcock, president of

the United Auto Workers, an-

nouncing a newspaper advertising

campaign to stimulate sales. "Be

careful," says Business Week mag-

azine, adding some more alarming

statistics.

The U.S. economy already stands

atop "a mountain of debt—\$2.5

billion high," the magazine warns,

"\$1 trillion in corporate debt;

\$600 billion in mortgage debt;

\$500 billion in U.S. government

debt; \$200 billion in state and local

government debt; and \$200

billion in consumer debt."

This would be an "awesome

burden of debt," Business Week adds, "even if the world economic

climate were perfect," but the

world is "ravaged by inflation,

threatened with economic depres-

sion, torn apart by the massive

redistribution of wealth that has

accompanied the soaring price of

oil . . . and there are signs of

tension everywhere: corporate

debt-equity ratios and bank

loans-deposit ratios way out of

line; consumer installment-debt

repayment taking a record share

of disposable income; the huge

real estate market in desperate

trouble . . . Never has the Debt

Economy seemed more vulnera-

ble to managerial error."

Thus, although there has been

some of the talk that accompa-

nied the fall of the Fourth

Republic in 1958 and the un-

rest in 1968, nothing ap-

pearing violent crisis developed.

The students never threw their

mass support behind the Com-

unist and Socialist-led workers

—perhaps unconsciously revenging

themselves for the latter's dis-

astrology bucking six years ago when

youth rose up in arms. And

there was never any need to call

the "salad baskets" (what

the French call black marias),

loaded with armed gendarmes,

and a familiar sight when serious

trouble is averted.

Capital Depressed

But it is not merely the sta-

tistics that are troubling Wash-

ington. The statistics only destroy

the illusion that everybody is

going to live better and better

year after year in America, and

the destruction of this illusion is

not a bad thing. The capital is

depressed, not so much by the

facts, but by the feeling that

nobody here is really dealing with

the facts in the order of their

importance.

The President is away, reas-

suring the Japanese and the

South Koreans, and getting ac-

quainted with the Russians at

Vladivostok, all useful exercises,

and good television. But it is

interesting that even the first

American President's visit to

Japan, and his first summit meet-

ing with Brezhnev in the Soviet

Union had to take second place

in the newspapers and on the TV

network news reports to the eco-
nomic and unemployment figures
from Detroit.

The Congress is just as remote
from the central questions of the

nation. It is preoccupied, not with
the economy, or the organiza-

tion, or the alarming develop-

ments in the Middle East, but with

Nelson Rockefeller's money,

taxes, political publishing ventures,

Arthur Goldberg, Victor Lesky,

and also with Fritz Mondale, the

senator from Minnesota, who

pulled out of the 1976 presidential

race—all this and other secondary

considerations.

The nation is in trouble now
and is looking for a lead, but it is
not getting it. It is just as
strong as it ever was, despite the
stock market—probably stronger

—but it is nervous. It is nervous
and depressed because it has been

living an illusion, and is now

magnifying its losses because it

BUSINESS

INTERNATIONAL

Herald Tribune

Published with The New York Times and The Washington Post

FINANCE

PARIS, MONDAY, NOVEMBER 25, 1974

Page 9

Euromarket

Investors Take to Sidelines After Swiss Currency Turmed

By William Ellington

JEDON, Nov. 24 (AP-DJ)—Swiss waltz of the dollar abruptly into a cha-cha week, obliging many Euro-investors to take a seat from the action.

Switzerland is Europe's participant in the Euro-market, the up-and-down movement in the Swiss franc's exchange rate was dis-

tinct to those who think of it as a stable, low-risk in-

vestment, after Swiss authorities imposed a negative interest

rate on nonresident deposits a week ago.

Even so, some observers ex- calmed down. Nevertheless, per cent quarterly charge on

sudden deposits since Oct. 31, started to deficit funds into

Ireland's stock and bond mar-

ket as bankers predicted the

over would benefit bonds de-

nominated in other strong cur-

re such as the deutsche mark

and guinea. In any case, Euro-

investors in both those cur-

re performed well last week.

2 Recent Issues

Frankfurt, two recent Euro-

note issues bearing 10 per

rose to a premium. Dealers offering Friday a 40-million,-

five-year issue of the City

began at a half point above

subscription price of par.

Among scheduled Eurodollar issues, Marseilles is offering a com-

bination of attractive features.

The issue will consist of \$20 mil-

lion of 12-year bonds bearing

10.25 per cent with a subscription price at a slight discount.

However, investors will have the

option of redeeming the bonds in

the seventh year at par or hold-

ing them until maturity. If they

choose to hold the bonds, a sub-

sequent interest rate will be paid

on the bonds at a rate of less than 10 per

The test will come with an

ending this week of 150 million

as supplied by NASD.

Net 100s High Low Last Chg

Observer

Corporals of Industry

By Russell Baker

WASHINGTON.—The idea that Americans might buy fewer cars if prices rose an average of \$300 a machine apparently crossed no important minds in Detroit when the 1975 models were contemplated. It is an astounding fact, but what else can we make of the car tycoons' surprised cries of dismay at the discovery that their new models are selling like mink coats in Calcutta?

The goose can be plucked only so thoroughly, and then it Baker

have to settle for pinfeathers. Instead, the car makers tried for another mattress load. It makes you wonder what ever happened to good old American know-how up there in the board room.

Well, they have their reasons. Cost had risen. Labor was more expensive, and raw materials, and pollution suppressors had to be paid for, and so forth. The old Detroit standards couldn't be brought in at an appealing price. So they brought them in anyhow.

Did it occur to anyone to bring in something new, something less than the old standards? What about something basic? Why not a re-issue of the Model T? Such questions make tycoons smile, and not without contempt. They betray a naive ignorance of retooling time, planning procedure, testing delays, design lag, marketing psychology. People who don't understand the business shouldn't ask dumb questions.

On the other hand, people who don't understand goose plucking shouldn't be so quick to laugh at people who do.

If the car industry's troubles were an isolated failure of business skill, we might write it off as a misfortune in a quirky economy and pass on, but the landscape is becoming littered with corporate ruins, and one develops the uneasy feeling that good old American know-how is turning into don't-know-how.

On the Penn Central we had management that didn't know

how to run a railroad, and at Pan American a management that didn't know how to run an airline.

At Lockheed they didn't know how to run an aircraft company even with the Pentagon's sweetheart subsidy. At Franklin National we had banking don't-know-how so vast it produced history's biggest bank failure.

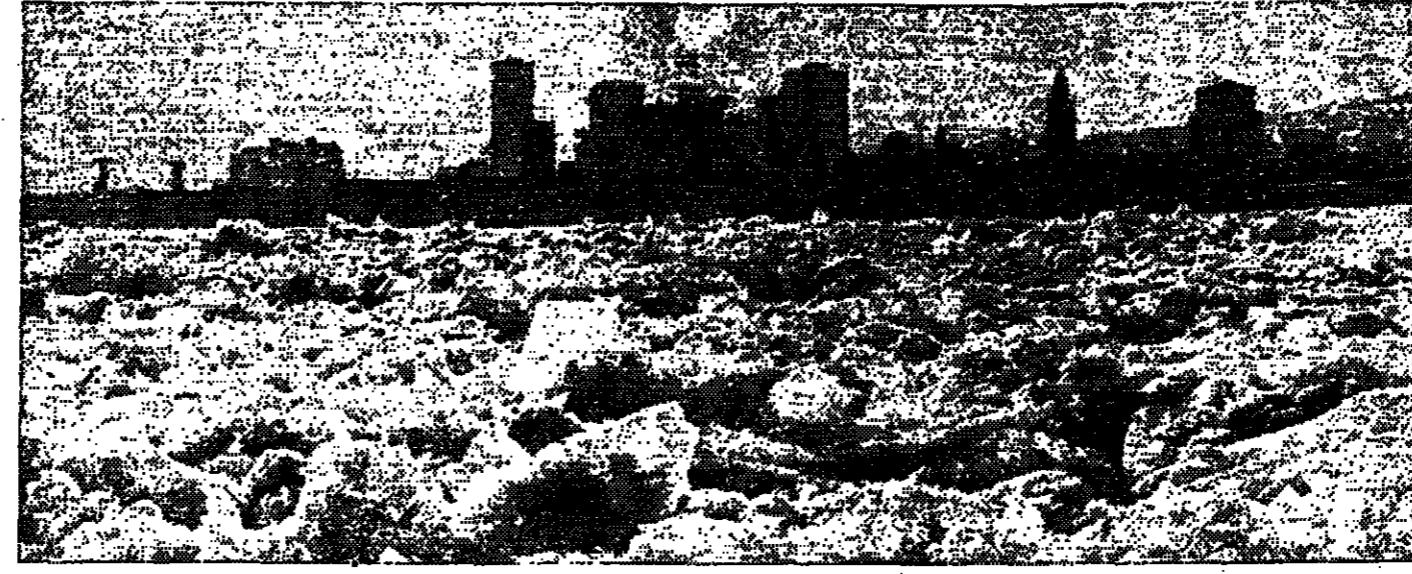
Wall Street turned out to be lined with brokerage houses that didn't know how to run a brokerage house. At the Curtis Publishing Co., they didn't know how to run a magazine, and at Equity Funding they didn't even know how to run a financial swindle.

What has become of the business man who had imagination? In most of these disasters we see executives meet trouble by plodding head-down along the predetermined courses that carried them into trouble in the first place. They seem frozen in immobility, shackled by corporate habit, capable of loud complaint, quick to charge the public more for less, eager to ask Washington for a ball-out, and utterly empty of imagination.

Thus the electric power companies like Consolidated Edison are very good at the grim face and at telling us to expect only blood, toil, sweat and tears, but if anyone in the industry has had an idea for stopping the rise in the price of electricity before it exceeds the monthly mortgage payment on the house, it is a secret well kept.

Ideas must be stifled at birth somewhere in the lower reaches of corporate hierarchies. The only ones that seem to survive these days are very old indeed, for business's response to hard times continues to be complaint, higher prices and government bail-out.

If this sounds churlish toward the board room captains, they must understand that a person who has to pay more for their goods, and then pay more to the government to support their failures, and then sit still for advice that he will have to pay even more next year, and deserves to, because he won't practice more self-denial, is not a person likely to cheer his tormentors as heroes of industry.



Montreal and the frozen St. Lawrence River on a typical winter's day.

That 'Special Winter Opulence' in Canada

By William Borders

MONTREAL (NYT)—**Mo**re

Callaghan, a Canadian novelist, has written a book titled "Winter," with a lyric celebration of what he calls "the winter warmth of home."

The book, full of pictures of ice

and snow, is going on sale

across the country just as the

people of this vast frozen land

settle into their cold-weather

rituals.

In Ottawa, a few weeks from now the government-operated coffee bars and rest areas will be opening along the Rideau Canal, which cuts through the heart of town, and anyone from a cabinet minister to a group of government stenographers will be seen skating to work.

Out on the western prairies, now that the crops are in, long evenings are being taken up with the sport of curling, a kind of shuffleboard on ice, and along the frozen lakes and streams of Newfoundland, families will soon be turning out for an afternoon of "jigging"—fishing for trout through holes in the ice.

Shaped Character

"Winter happiness in Canada seems to come to those who know how to use this season."

Mr. Callaghan writes, voicing an opinion shared by thousands of skiers, skaters and snowmobilers and other sportsmen from coast to coast.

Canadians are fond of saying that the inhospitable climate has shaped their national character, and that, as Toronto critic Margaret Atwood wrote, "the central symbol for Canada is undoubtedly survival."

Characters in Canadian novels are forever driving sleighs one last frozen mile or crunching on foot through blizzard.

Gilles Vigneault, one of Quebec's favorite chansonniers, sings a song called "Mon Pays" (My Country) which goes like this:

My country is not a country; it's the winter.

My road is not a road; it's the snow.

The newspapers here like to publish articles showing how much colder or snowier Canada is than almost any other place on earth, and a visitors' booklet put out by the External Affairs Department of the federal government proclaims that of all the world's capital cities, only Ulan Bator, in Mongolia, is colder than Ottawa, which is spreading frost in Toronto, too.

But it is Montreal, which gets more snow than any other big city in North America, that has perfected underground shop-

ping, with a labyrinthine complex that people here say is the world's largest.

Underground Links

Theaters, restaurants, grocery stores, high-fashion boutiques, hotels, apartment buildings and office towers are all linked by underground corridors and subway trains, enabling a Montrealeer to do almost anything he wants without setting foot outside.

Others of the city's boosters, however, prefer what Morley Callaghan calls "the special winter opulence" of street-level Montreal. People who live here spend a good deal of time trying to explain to visitors why they like the city in winter. Here, from "Winter," is Mr. Callaghan's view:

"On a cold night it's good to sit in a restaurant and watch the people come in, their faces tingling from the cold outside. They come into the warmth as if food now has a special pleasure it doesn't have in the warm weather. And women are lovelier in fur coats, and if the coat is rich and she is beautiful you remember her as you would not remember her in the summer, and you have a special winter sense of well-being."

PEOPLE: Miss World Gives Credit to Motherhood

Helen Morgan, a 22-year-old model from Wales and the mother of an 18-month-old son born out of wedlock, has been chosen Miss World in a contest among 57 national beauty queens.

Miss South Africa, Anneline Kriel, 19, placed second in the judging in London and Miss Israel Lee Klein, 22, finished third.

Miss Morgan's son, Richard, whose existence she disclosed after she won the Miss United Kingdom title earlier this year, made her the first unmarried mother to take the crown in the 23 years the pageant has been staged. Married women are banned but the rules have been silent about unmarried mothers.

In an interview, Miss World said she owed her shapeliness to the birth, since she has lost 28 pounds since. She now weighs 118 pounds and is 5 feet 7 inches tall.

Miss World says that the father of her son is Chris Cloke, with whom she shares a house in the Welsh town of Barry.

"Chris and I came to an agreement more than two years ago that marriage wasn't for us," she said. "Our relationship has been very happy."

In order to obviate it, thought best to leave it."

Burton added that he is decided to "withdraw from it precipice" and now could be the richness of the world.

Mr. Jiggs, an 11-year-old roller-skating chimpanzee, has been found not guilty of frightening a woman in a New Jersey tavern.

A jury found no cause for action in a personal injury suit against Mr. Jiggs, his owners, the Winters, and Fricks O'Hool Inn of Emerson, N.J. The suit was filed by Mrs. Jean Hauer who said that the chimp startled her by putting his hand on her table while she was drinking coffee that she jumped up and smashed against a wall, juring her neck, left shoulder and rib cage.

She said she subsequently suffered mental anguish, with nightmares "of little monkeys crawling over me" which kept her awake; was plagued with repeated migraine headaches and lost 22 pounds; had to sleep tracoon and had to hire a housekeeper.

Winters testified that he was accompanying Mr. Jiggs' band while accompanying him through a restaurant to a banquet room where the chimpanzee was to perform at a Cub Scout awards affair.

Mr. Jiggs made a brief appearance during the trial, sitting up in a Boy Scout uniform with bright red roller skates.

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HOTELS-RESTAURANTS NIGHT CLUBS

AUTOMOBILES

TAX-FREE CARS

HOTELS-RESTAURANTS NIGHT CLUBS

AUTOMOBILES

TAX-FREE CARS

HOTELS-RESTAURANTS NIGHT CLUBS

AUTOMOBILES

TAX-F